

Project Change Impact Assessment and Mitigation

Changes from planned conditions are what cause project performance to stray from the objectives set forth in carefully estimated plans -- changes cause most project overruns, project "surprises" and project "train wrecks".

There are change management systems, but every single one ignores the "**secondary impact**" of changes. While it is challenging to quantify and explain, **secondary impact is the single largest source of project performance problems.**

Secondary impact goes by many names...

knock-on impact, ripple effects, disruption, cumulative impact, productivity loss.

Whatever the label, the impacts are typically misunderstood, unforeseen or underestimated, and, therefore, mismanaged. To be clear, secondary impact is the effect of changes on the cost of performing the unchanged work. **Organizations that do not foresee, understand, and act to mitigate those impacts are destined to incur the surprise overruns that plague so many projects.** *Finding the answers distinguishes successful projects from those that plague company performance and client reputation.*

"We were able to better predict and recover the impact of change, but more importantly we were able to give our customer multiple options on how to mitigate the impact of the change."

- Senior Project Manager

We have **designed, built, tested, and implemented** a simulation model-based system to foresee future cost & schedule impacts of project changes, and most important, test ways to avoid the impacts. This "Change Impact Assessment & Mitigation" system has been **used on well over 100 different projects.** In the education program we designed, hundreds of project managers and planners have been trained in the ongoing internal use of the system.

Two project management perspectives regarding change...

Reactive ...

Accept that change impacts are inevitable, capturing these as best possible after they occur, and presenting claims to recover cost and lost time

Proactive ...

Anticipate and mitigate potential change impacts to control their effect on project cost and schedule

Change Impact Assessment and Mitigation can be deployed rapidly and inexpensively to each project. It allows the project and client to...

- Foresee future impacts
- Quantify impacts of engineering changes
- Quantify impacts of information delays
- Identify the timing of future impacts
- Diagnose the causes of the impacts
- Test and evaluate alternative mitigations
- Examine scheduling options and their effect on cost impacts

Benefits...

- Improved change impact management significantly improves project and business performance for contractors and clients
- Promotes a proactive and mitigation-focused mindset
- Enables advance identification of impacts and provides for testing of cost-reducing mitigations
- Real dispute avoidance...sustaining better long term relations with clients
- Overwhelmingly positive client reaction

"This is probably one of the most significant tools to come out for our industry since the introduction of PERT and CPM."

- Senior Executive

Change Impact Assessment & Mitigation helps projects and clients **navigate through both current and potential changes**, enabling them to take actions that mitigate the effects of secondary impacts. The analyses provide comprehensive results and realistic mitigation solutions. **Projects can mitigate changes and delays**, and evaluate alternative schedules, **saving millions of dollars** for the company and its clients.